

## **Request for Proposal #16-006**

### **SCOPE OF WORK**

#### **Market and Use Feasibility Study to Inform the Sustainable Use and Operation of the Tabor Opera House**

##### **Project Background:**

The Tabor Opera House, built in 1879, is a contributing building to the Leadville National Historic Landmark District. It was the brainchild of famed mining tycoon, Horace Tabor, and was widely acclaimed to be the finest opera house in the West at the time of construction. Tabor lost his fortune (including the opera house) following the Silver Crash in 1893, and the building was sold to and extensively remodeled by the Elks (B.P.O.E.) in 1901. Saved from demolition in 1955, the opera house has been privately owned since then by three generations of women and operated as a seasonal entertainment venue. Ownership of the building is currently in transition between the private owner and city of Leadville.

The 25,000 ft<sup>2</sup> stately Italianate opera house designed by an unknown architect features a 650-seat theater and three floors suitable for a variety of uses. The first floor contains the stage with a large proscenium opening, full-height fly gallery, and dressing rooms. A horseshoe-shaped mezzanine is on either side of the proscenium opening. The first floor also contains a storage area and boiler room. Separated from the stage by a brick wall are also two ground-level retail storefront units, each containing approximately 1,200 square feet. The second floor contains the upper level of the opera house, as well as slightly over 2,500 square feet in the Tabor Suites. A ballroom, bar, and former hotel room space on the third floor (now open) comprise about 6,100 square feet, giving a total of 11,000 square feet available for rental.

The goal is to identify the most feasible and desirable alternatives for the revitalization of the Tabor Opera House into a year-round, multi-use performing arts venue that addresses a wide variety of community needs. This research will provide a thoughtful and critical evaluation of current demographic, economic, and market conditions for Leadville, Lake County and central Colorado. The study will be used to identify a range or mix of the most viable, long-term, and economically feasible uses for the Tabor Opera House that complement its primary use as a performing arts venue and provide cash flow for operations, and funding/financing options to ensure a successful building rehabilitation.

##### **Research Objectives:**

The consultant will be expected to 1) complete primary and secondary market research to inform recommendations, 2) identify use scenarios for the resource including a financial and business analysis of theater operations, and 3) provide rehabilitation funding options based on the market research.

- Conduct primary research through targeted interviews and outreach.

- Conduct strategic secondary research to compile the most relevant and current local, county-wide and regional economic and demographic data and tourism trends in Leadville, Lake County and central Colorado.
- Conduct research on local theater operations sited in areas of comparable demographics.
- Conduct research on potential funding/financing sources for a phased building rehabilitation.
- Conduct research on operational costs associated with potential uses, including sources of operational funding; i.e., cost of tickets, etc. to operate and maintain uses.

This research will allow the consultant to assess the potential opportunities for compatible building uses and audiences that could support the long-term reactivation and revitalization of the Tabor Opera House as a vibrant community asset and regional destination, and identify the most promising and financially-sustainable strategies.

### **Scope of Services:**

The consultant shall perform the following tasks:

1. Conduct primary and secondary research to provide credible, data-driven information to justify the consultant's recommendations for the most feasible uses of the site.
  - a. Research should include written and online sources, a site tour and assessment of existing site, and targeted interviews with key individuals and organizations.
2. Perform a regional market assessment.
  - a. Evaluation of current regional market opportunities and constraints, and potential audiences based on research.
  - b. Assessment will inform the identification and description of a range or mix of the most viable long-term, financially sustainable use(s) for all building spaces.
  - c. The assessment and recommendations should consider all feasible and appropriate uses but will include the primary use of the building as a year-round entertainment venue that addresses community needs.
3. Identify phases, costs, and scenarios for building rehabilitation.
  - a. The market assessment should inform the identification of a phased rehabilitation plan to allow the opera house to become year-round operational as revenue- generating or neutral.
4. Prepare a final report.
  - a. Report should contain a minimum of four sections, plus reference information:
    - i. Executive Summary – The executive summary should include a concise overview of the key findings and recommendations from the market research and economic assessment in the format of a visually-appealing, user-friendly document that can be shared widely in either PDF or printed form.
    - ii. Market Research – The market research should include a description of the regional market, economic, demographic, and audience analysis and relevant trends to provide factual and data driven information to justify the recommendations for use included in the feasibility study. Research should include assessment of performance venues in communities with similar demographics.
    - iii. Recommendations for Sustainable Use – This should include recommendations for compatible uses and audiences that could support the long-term

reactivation and revitalization of the Tabor Opera House as a vibrant and financially sustainable community asset.

1. Recommended uses should take into consideration the desires and priorities identified in the stakeholder interview findings.
  2. The assessment should consider the activation of other available land and buildings in downtown Leadville to support the recommended uses.
  3. The assessment should identify how the building spaces will be used, who would be occupying the spaces and who would be managing the building (public versus private).
  4. Recommendations should include financial factors such as grant money available, utility cost and return on investment.
  5. Develop a general financial and operational plan for the theater.
  6. Consider findings in the 2003 Historic Structures Assessment, 2015 City of Leadville Comprehensive Plan and the Title 17 Zoning of the Leadville Municipal Code.
- iv. Recommendations for Financing of Building Rehabilitation - The recommendations should include a clear definition of phases, financing available to fund them, and alternative scenarios in case one or more do not work.
5. Present the report and findings at two presentations in Leadville.
- a. One presentation to the Leadville City Council followed by a working session with the committee.
  - b. One public presentation at a location in Leadville.
  - c. To facilitate presenting the consultant's findings to additional stakeholder groups, the consultant will provide a PowerPoint presentation that can be used by the City of Leadville and other project stakeholders for additional presentations.

**Consultant Qualifications:**

- Proven record of market research and analysis, preferably in Colorado and rural areas.
- Knowledge of the economic opportunities and challenges of Lake County and its environs.
- Familiarity with Colorado specific funding and financing opportunities and requirements; e.g., Colorado State Historical Fund, Colorado Department of Local Affairs Energy Impact Fund, Colorado Historic Preservation Tax Credit, etc.
- Understanding of and experience with historic theatres.
- Expertise in analyzing sites or entities associated with arts/culture, cultural heritage, tourism, museums, creative economy, and/or education.
- Experience in historic real estate development for significant historic sites with both non-profit and for-profit uses.

**Deliverables:**

- Bibliography of research resources.
- List of all interviews conducted by the consultant.
- List of recommended potential partnerships and funding sources identified during research with brief annotations as to why they are a good match for different use scenarios.
- A funding summary in the form of a table of possible funding for each of the proposed options including the amount, application deadline and funding type.

- Final report on market analysis, use and financing recommendations.
  - Consultant will submit a draft of the report for review and comment, prior to finalizing.
  - The final report document must be delivered in PDF format, with a separate PDF for the executive summary.
- Final presentation to be delivered by the consultant at two venues in Leadville. An electronic file of the consultant's PowerPoint presentation should be included in the deliverables so that the City of Leadville and project partners can present the consultant's findings to additional stakeholders as needed.

**Key Dates:**

RFP Issued	September 15, 2016
Deadline to acknowledge interest & submit questions	September 26, 2016
Answers to questions sent to all consultants who have acknowledged interest	September 30, 2016
Deadline for Proposal Submittal	October 20, 2016, by 5p.m. Mountain Standard Time
Finalist interviews (if deemed necessary)	Week of October 31, 2016
Consultants Notified of Decision	November 7, 2016
Anticipated Completion Date	4-6 months from date contract is executed; open to negotiation

**Project Budget:**

Total project costs should include travel, graphic design and other expenses.

**Submittals:**

All proposals must be submitted by mail or in person and must be sealed. Proposals will be unsealed at a public meeting on Monday October 24<sup>th</sup>, 2016 at 9:30am. Your submission should include all of the following information:

- Contact information for the consultant.
- Scope of work to be provided by the consultant with a proposed schedule for completion of the project. The consultant should describe their approach to the project with any special ideas, techniques or suggestions that they believe will make the project more successful or proceed smoothly.
- Consultant or firm information, including the identification of project leads and qualifications of team lead and all team members.
- List of any sub-consultants or subcontractors, with their qualifications.
- Brief description of consultant's most relevant work experience and their role if the work was part of a larger team.
- List of three recent client references for whom you have performed similar services.
- Proposed pricing for services.
- Sample of similar type of market analysis or work product (optional).

**Submit proposals and all supplemental materials to:**

Sarah Dallas, City of Leadville, 800 Harrison Avenue, Leadville, CO, 80461.

Any questions about the RFP should be directed to Sarah Dallas at (719) 486-2092 or [adminservices@leadville-co.gov](mailto:adminservices@leadville-co.gov).

All proposals will be reviewed based upon this scope of work and within the parameters of the City of Leadville's procurement process.

**Contract:**

The chosen firm will be required to enter into a professional contract with the City of Leadville. The contract will be offered to the successful firm as soon as possible after the decision deadline.

**Subletting of contract:**

If subcontractors are used, each should be identified with their specific assignments. Contact information for subcontractors should be included. The selected firm shall not sublet any portion of the contract not previously identified as being sublet after the contract has been signed without prior written consent of the City of Leadville.

**Other:**

1. Costs:

All costs, including travel and expenses, incurred in the preparation of this proposal shall be borne by the proposing firm.

2. Ownership of proposals:

All proposals submitted become the property of Lake County and the City of Leadville. The entities have the right to use any information presented in any proposal, unless it is annotated as being proprietary. Selection or rejection of a proposal does not affect any of these rights.

3. Changes in scope of service:

Any changes to the scope of service shall be documented in writing as a change order and be signed in advance by the City of Leadville, Lake County and the contracted firm. These will be made a part of the original contract by addendum.

4. Changes in Personnel:

Personnel identified in the proposal shall work on the project until its completion. Any substitution of personnel requires written approval from the City of Leadville and Lake County in advance or as soon as the issue is known. Personnel changes shall be considered for valid reasons only, such as an employee leaving the firm, major illness or accident. Only persons deemed qualified by the City of Leadville and Lake County shall be approved. All such changes shall become a part of the contract by addendum.

5. General information:

The City of Leadville reserve the right to investigate any and all qualifications of any firm and to reject any proposal regardless of quoted prices. Proposals submitted in response to the Request for Proposals shall be considered a binding offer. An authorized signor of the firm selected shall signify the acceptance of all terms and conditions including compensation as set forth in the Request for Proposals. Any differences in the Request for Proposals and the submitted proposal shall be clearly identified along with an explanation of the differences and the reasons therefore. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms and/or conditions.

**Legal requirements:**

Any disputes arising from this Request for Proposals are governed by the laws of the State of Colorado, the City of Leadville and Lake County government. The entities requesting proposals reserve the right to reject any or all proposals. Further, the entities reserve the right to enter into negotiations with any or all of the firms submitting proposals for any reason they deem appropriate.